

Kalkaska County

Library Master Plan

November 2023

RESOLUTION
Kalkaska County Library Board of Trustees
County of Kalkaska, Michigan
28 November 2023

RESOLUTION APPROVING THE KALKASKA COUNTY LIBRARY MASTER PLAN

WHEREAS, the Kalkaska County Library (the “Library”) was established by the County of Kalkaska, Michigan and appointed a Board of Trustees for the Library to govern the Library; and

WHEREAS, the Library’s mission is to encourage and foster literacy skills, lifelong learning, and civic participation by providing free and open access to information, ideas, and technology for the education and enrichment of our community; and

WHEREAS, the Library developed a master plan as part of a larger community planning process initiated by the Village of Kalkaska Downtown Development Authority, Village of Kalkaska, Kalkaska County Library, and Kalkaska County; and

WHEREAS, the goal of this partnership endeavor is to update the Library Master Plan, the Downtown Development Authority Plan, County Recreation Plan, Village of Kalkaska Recreation Plan, and Village of Kalkaska Master Plan; and


WHEREAS, the intention of developing all five of these plans via one process is to provide a collaborative and cohesive planning process, where all agencies involved participate on one “Kalkaska Planning Committee” and together have the opportunity to obtain public input, evaluate goals and objectives, and align their respective future visions as a unified team.

NOW THEREFORE, BE IT RESOLVED THAT the Kalkaska County Library Board of Trustees adopts the Kalkaska County Library Master Plan.

President:


Diana Needham


Vice-President:


Randy Lucyk

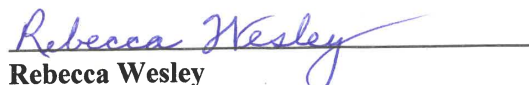
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Introduction

Purpose of the Kalkaska County Library Plan

The Kalkaska County Library (Library) created this plan to guide our programming, collection development, and services according to our community's needs and priorities. The plan intends to provide for:

- » **Thoughtful decisions:** The plan's goals and objectives are based on evidence, research, and careful consideration of present community needs and future possibilities.
- » **Optimizing investments:** The plan helps the library prioritize improvements to its facility and operations.
- » **Predictability:** The plan informs our patrons, local officials, and partner organizations of the library's mission and goals.

The library developed this plan in collaboration with the Kalkaska Downtown Development Authority, Village of Kalkaska, and Kalkaska County Parks and Recreation, in consultation with Beckett & Raeder, Inc. This plan continues the groundbreaking work begun in 2016, when the library and our partner organizations recognized that a community's most compelling, efficient, and achievable guiding documents are created collaboratively, rather than in isolation. The library enthusiastically supports this cooperative process.

Plan Organization

Chapter 1–Library Description describes current programming and services, management structure, facility condition, and other relevant information. This information provides a framework to assist planners when developing goals and objectives.

Chapter 2–Community Description includes demographic and socioeconomic information, and situates Kalkaska County as a northern Michigan, rural community with abundant and attractive natural resources. A place with great potential. Where we live and the needs of our community inform our goals and objectives.

Chapter 3–Planning Process and Public Input explain how the library collaborated with other community agencies to develop the plan and how public input was gathered and used to develop library goals and objectives.

Chapter 4–Vision, Goals, and Objectives introduces the library's big picture vision, followed by the goals, objectives, and strategies necessary to achieve the vision.

Library Description

History of the Library

A public library for Kalkaska first appeared in 1934, the midst of the Great Depression, on a balcony of Strang's Store on Cedar Street. Members of the Academea Club (a local women's club still serving the Kalkaska community) donated books from their private collections, and Gladys Fenton became the first volunteer librarian. Card parties and membership drives were how funds for new books were raised.

The library became a governmental agency in 1935 through a federal WPA (Works Progress Administration) project, and was initially called the Kalkaska County Demonstration Library. Esther Peck became the first paid librarian, holding that position from 1935 to 1941. The book collection soon outgrew Strang's store balcony, and was relocated to an area of Mrs. Baumgarten's Beauty Shop.

In 1938 the county's board of supervisors legalized the newly named Kalkaska County Library by appointing the first library board of trustees, composed of Blanche Lossing, Thelma Strahan, Vera Schneider, Margarethe Klumpp, and Clayton Eckhardt. The county contributed \$15.00 in order for the library to qualify for state aid funds of \$299.22.

In 1939 Jim McLean and other masons built the library's present home out of local stone. Originally designed as a community building, the



Source: Dawn Triplett

library shared the facility with the chamber of commerce, moving in on January 11th, 1940. The library currently takes up the extent of the original building, plus two additions, the first constructed in 1977 and the second in 1991.

Mission

The mission of the Kalkaska County Library is to provide free and open access to information, ideas, and technology for the education and enrichment of our community.

Our mission is supported by the following vision statements, regarding service, organization, and the Library facility:

- » The Library will help you reach your potential at all stages of your life by providing relevant print and digital collections, programs, and services that support your learning and growth.
- » We will build community and social engagement by offering a safe and welcoming environment for you to explore new ideas, understand the challenges of the future, and help you build a better one.
- » We will strive to be an essential part of our community. We will make Kalkaska a better place to live.

The Library strives to fulfill its mission and vision by directing efforts and resources in the following ways:

- » Library Staff will set the standard for patron service. We will strive to fulfill the Library's social, economic, and educational roles in our community. Our patrons will trust us to meet their literacy and recreational needs.
- » Board of Trustees will enthusiastically advocate for Library services in the community. The Board will be fully devoted to the mission, vision, and values of the Library. The Library collections will be progressive and diverse in breadth and form.

The Library's Role in a Thriving Kalkaska

The timeframe that this plan covers will likely be the most innovative and consequential since our founding eighty-nine years ago. The library's core mission to build community and help make Kalkaska a better place to live is being advanced in the following ways:

- » **Youth Literacy:** Established system-wide in 2022, the library will continue to operate Kalkaska Public Schools' five building libraries, serving approximately 1,400 pre-K through high school students. The Library serves the Crawford School in Excelsior Township, while the Fife Lake Public Library, due to its proximity, serves Forest Area High School.
- » **Expanded Services:** Establishing branch libraries at the Coldsprings and Garfield Township Halls is a priority of the Board of Trustees.
- » **New Building:** The capital campaign to secure funds for a new library building is a priority of the Board of Trustees.

This plan seeks to pursue those goals and objectives that matter most to our community's overall quality of life. Therefore we will focus on contributing to a high-quality education for our students. We

Table 01: Active Library Users 2017 – 2021

Year	Active Library Users
2017	4,113
2018	4,456
2019	4,814
2020	5,687
2021	5,904

Source: Traverse Area District Library, Internal Data, accessed 2023.

will strive to make it more convenient to access library services by creating two branch libraries in Kalkaska County. For our seniors especially, a nearby branch library can help alleviate social isolation and contribute to a better quality of life, in addition to the value of tangible library services. We will endeavor to build a new, larger main library in downtown Kalkaska, with adequate space and amenities to offer the programs, events, services, and collections to support our community, for decades to come.

Population Served

The library primarily serves the 17,979 residents of Kalkaska County. The Board of Trustees recognize that in a rural, scenic area such as ours, allowing vacationers, part-year residents, and residents of neighboring counties, access to library services furthers our mission and is a necessity in our region.

Table 02: Active Library Users by Location 2021

	Population	Library Users	Percentage
Bear Lake Township	668	83	12%
Blue Lake Township	393	85	22%
Boardman Township	1,479	261	18%
Cleanwater Township	2,497	372	15%
Coldsprings Township	1,551	268	17%
Excelsior Township	991	271	27%
Garfield Township	984	140	14%
Kalkaska Township	5,027	3,465	69%
Oliver Township	292	74	25%
Orange Township	1,250	240	19%
Rapid River Township	1,245	255	20%
Springfield Township	1,562	89	6%
Other Michigan Counties		575	
Out-of-State Users		37	

Source: Traverse Area District Library, Internal Data, accessed 2023.

The number of Kalkaskians actively accessing library materials (checking out books and other items and/or downloading digital materials) was 5,904 in 2021 (the most recent year for which we have data), representing a steady increase the past few years. The COVID pandemic was a probable factor in the increase, as many patrons were newly interested in digital resources. Beginning in 2020 all Kalkaska Public School students have been automatically issued library cards, as well.

Operations

The library employs one full-time director and eleven part-time staff. Two staff members are currently deployed nearly exclusively in Kalkaska Public Schools. The library is governed by a five-person board of trustees that meets monthly. Trustees are county residents appointed to five-year terms by the county board of commissioners. The duties of trustees are as follows:

1. Determine the bylaws, service policies, mission statement, long-range plan, significant changes in levels or types of services, and library hours
2. Selection and hiring of a qualified director
3. Advise on and approve a budget; approve monthly bills
4. Conduct an annual performance review of the director

The Friends of the Kalkaska County Library is a local, nonprofit organization made up of over 140 volunteers. The Friends fundraise throughout the year, sponsor and conduct library programming, and act as volunteer staff both in the public and school library buildings, among other valuable services. In 2017 the Friends of Michigan Libraries awarded its annual Merit Award to the Kalkaska Friends. The Friends contribute several thousand dollars to the library's operations budget every year in order to enhance services, and have raised over \$160,000 for the library's new building capital campaign.

As of 2020 there are eighty Class IV public libraries in MI (those libraries serving 12,000 to 25,999 residents), of which Kalkaska is one. In 2020 Kalkaska ranked 76th in terms of millage rate levied and 77th in total operating income.

The library's primary source of revenue is a voter-

approved .25 mills, which raised \$219,952 in 2022. Court-ordered local fines (penal fines) constitute the other major source of library operating revenue, raising \$65,543 in 2022. The library receives \$40,000 per year to operate Kalkaska Public Schools' five libraries. Grants and donations make up the remainder of the library's annual budget. The library's total operating budget for 2023 is \$546,410.

Technology

The library recognizes its role as an advocate for digital equity in our community. We recognize that the internet and social media have destabilized our world in recent years, too. We therefore affirm our traditional responsibility to help our community discover up-to-date, credible, trustworthy information that has been created in good faith.

The library maintains the following technology hardwares for community use:

1. Eight desktop computers
2. Ten laptop computers (five Chromebooks and five PCs)
3. Five tablet computers
4. Five wireless hotspots
5. Five 3D printers (four located at Kalkaska Public Schools and one at the main library)

The library endeavors to respond intelligently and with foresight to trends in technology. We strive to educate our patrons so that they can independently and confidently navigate the digital world. A multitude of technology-related assistance and workshops is available throughout the year.

In 2022 the library partnered with the Village of Kalkaska, the Traverse Area District Library, the Library of Michigan, and the Institute of Museum and Library Services, to extend its free wireless service throughout the downtown Railroad Square area, resulting in over 27,000 log-ins in its first year in operation.

Education

The library's educational mission is to encourage and foster literacy skills and positive civic participation. Educational value is always present in policy and programming decisions, and the

Table 03: Kalkaska Public Schools Circulation

Year	Circulation
2020	143
2021	10,532
2022	17,178

Source: Traverse Area District Library, Internal Data, accessed 2023.

library fosters intentional partnerships with youth, families, schools, and community and faith-based organizations, in order to help build strong literacy skills among child, teenage, and adult learners, and to encourage patrons to be civically engaged and informed. Digital literacy and good digital citizenship is increasingly important to our planning process.

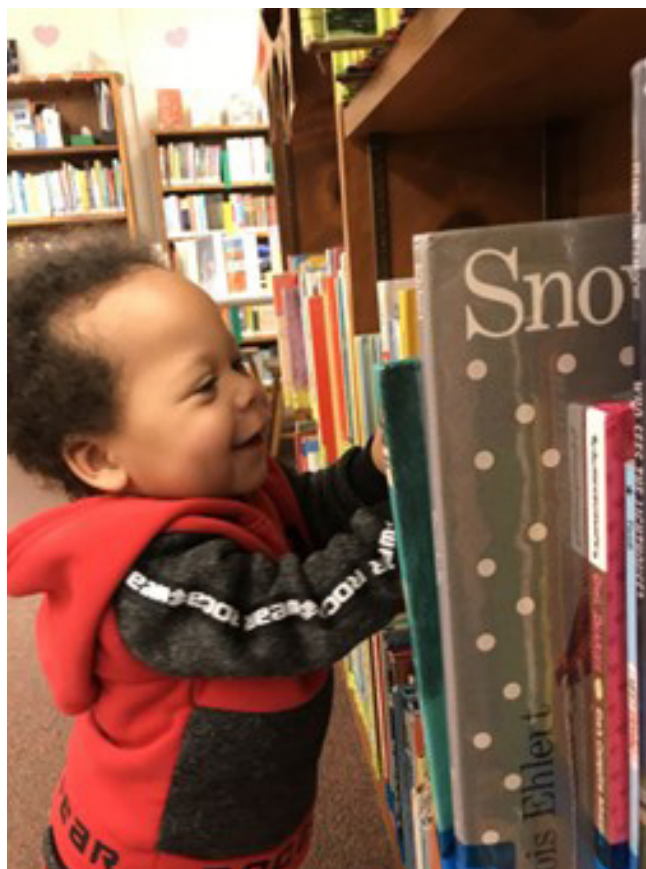
The library has long recognized that its mission to support youth literacy has been especially challenging in our large, rural county, where a high percentage of households struggle economically. Relatively long distances, inclement weather, and households with single caretakers or two working caretakers, are all barriers to regular visits to the library. The library was also aware that Kalkaska Public Schools had lacked librarians in its buildings for years, and that the collections had consequently not been developed or otherwise cared for.

In 2020, therefore, the library partnered with Kalkaska Public Schools to operate its three elementary libraries, and in 2022 we expanded into the middle and high schools.

Library Facility

The library has been a fixture of downtown Kalkaska for over eighty years, and is considered critical infrastructure within the Village of Kalkaska's Downtown Development Area (DDA) district. The library facility consists of the original stone structure, built in 1939, and two additions constructed in 1977 and 1991, for a total of 4,900 square feet in floor space.

The library suffers from a severe lack of space as well as a floor plan that was not designed for library services in the 21st century. The juvenile and teen areas are relegated to the basement, where youth cannot be easily monitored and where the collections are at a heightened risk of mold and moisture damage. Indeed, there have been several



Source: John Roberts

major flooding events in the past ten years. Just as frustrating, there are no dedicated programming or private meeting spaces of any size or type. In spite of the staff's ongoing best efforts, the library's current building is entirely unsuitable for facilitating quality services to our community.

Property adjacent to the library was purchased and cleared in 2017, in preparation for a new building. Renderings, floor and site plans, and a cost estimate have been prepared, and fundraising is currently underway. The Board of Trustees considers securing privately raised funds for a new building a foremost goal. The Board seeks to avoid taxpayers for public funds for construction costs.

Library Services and Programming

Collections

In addition to diverse selections of books, audiobooks, and movies, the library is increasingly circulating other types of items to our patrons, including wireless hotspots, laptop computers and tablets, STEM kits for children and teens, bicycles, all-in-one audiobook players called Playaways, and



Proposed New Library Building - 12,300 square feet - \$6,000,000 all furnishings included

Table 04: Active Library Users by Location 2021

	Total Collection Use	Digital Downloads	Program Attendance	Wireless Log-ins
2018	40,707	7,075	6,436	9,201
2019	43,979	8,784	6,170	8,683
2020	33,330	11,130	1,125	6,708
2021	41,999	11,364	1,437	7,832
2022	59,017*	12,659	2,379	27,231

*Includes Kalkaska Public Schools circulation

Source: Traverse Area District Library, Internal Data, accessed 2023.

even vegetable and native flower seeds. Although circulation in general is rising, adult patrons have been checking out slightly more “born digital” items—eBooks and eAudiobooks—than they are physical items. We are discovering that many patrons move easily between physical and digital materials, and appreciate having a choice. Patrons are increasingly choosing streaming services over physical DVDs, and the library no longer purchases audiobooks in CD format, opting instead for Playaway audiobooks and eAudiobooks. The library’s physical collections remain near 32,000 items, which is capacity in our current building. Our digital holdings, currently at just over 50,000 items, is growing. The library actively collects local history and Kalkaska genealogical manuscript items.

Community Access

Accessing library services—whether visiting the library in person or going online to access a database or to download an eBook—has always been a challenge in Kalkaska County. Long distances are an inconvenience to our patrons, and winter driving conditions only make traveling worse. A further hindrance has been inadequate or nonexistent home access to the internet. It is simply far more difficult for average residents of Kalkaska County to be regular library patrons than it is in more densely populated communities. And if we include the lack of properly functioning K-12 school libraries, the barriers to access have been significant and begin at a young age.

The library's efforts to improve access began in earnest in 2020, when we began rehabilitating Kalkaska Public Schools' libraries. In 2021 we partnered with the Village of Kalkaska DDA, Traverse Area District Library, Library of Michigan, and the Institute of Museum and Library Services, to extend free fiber-optic wireless service throughout downtown Kalkaska's Railroad Square area. In 2022 Kalkaska County granted over \$7,000 in ARPA funds to the library for additional circulating wireless HotSpots, and in 2023 over \$23,000 has been directed towards improved broadband service at the Coldsprings and Garfield Township Halls. The process to create two branch libraries in the most underserved areas of our county has been initiated in 2023. The library has been and will continue to be a partner and advocate for affordable high-speed internet access for all Kalkaska households.

The underlying ethos of community access and one of the aims of this plan is that our patrons' access to resources and services should improve as our resources expand and our services evolve.

Events and Programming

Library visits, including attendance at programs and events, were at record highs prior to the extended shutdowns of the 2020 COVID-19 pandemic. We were likely close to or at capacity for comfortably accommodating patrons in our current building. (Programs or events larger than twenty patrons have to be held off-site or outdoors.) When the pandemic-related shutdowns occurred in 2020 and 2021 library staff discovered that, while our programming and events are important to our

patrons and to a sense of personal growth and a thriving community, it was our basic reference services and our one-on-one assistance that was most valued. We learned that many of our patrons are utterly dependent on the library's internet and the expertise of staff for essential purposes, like managing personal finances, accessing government services, applying for a job, or remotely working or studying. Patrons reported feeling helpless and frustrated, vulnerable and despondent. This plan seeks to apply the knowledge we gained during the pandemic and the disruptions it caused our community. Our principles for designing programs, hosting events, and supporting community are:

- » **Meaningful, relevant services** that aim to improve quality of life and overall well-being.
- » **Programs and events** that build resilience and self-sufficiency.
- » **In-person experiences** are superior to virtual experiences.
- » **Prompt access to staff expertise** is more important than access to resources and technology.

Community Partners

The library recognizes that a thriving Kalkaska is possible only when our government, our businesses, our non-profits, and our faith-based communities, listen to each-other and fix problems together. The library strives to be a good community partner, and we are sincerely grateful for the time and resources so generously expended on our behalf.

Community Description

Introduction to Kalkaska County

Kalkaska County is located in the northern lower peninsula of Michigan and is a rural, recreation-oriented place filled with pristine rivers, rich forests, and open farmland. Urban development is generally found in the county's western townships and the Village of Kalkaska, the county's commerce center where the Library is located. The county's eastern townships contain more forest cover and cottage-like development patterns.

State-owned land is prominent throughout the county, especially in the east and northwest. This vast amount of public land allows for numerous recreational activities like snowmobiling, hunting, camping, and ATV riding. The Rapid River, Boardman River, and Manistee River highlight the county's natural corridors and provide multiple recreational activities like fishing and canoeing.

Although agriculture does not dominate, it is the principal land use in the middle of the county and is visually expressive of the county's heritage of fertile soil and productive crop yields.

Housing types vary and are affordable relative to the surrounding region, making the county a viable, attractive destination for residents, second homeowners, and visitors alike. Commercial and industrial sites are located along highway corridors, especially near the Village.

Traverse City is located about 20 miles west of Kalkaska County, and the Village of Fife Lake is situated nearly adjacent to the county's southwest corner. Surrounding counties include Grand Traverse County to the west, Crawford County to the east, Antrim County directly north, and Missaukee County to the south.

Population and Demographics

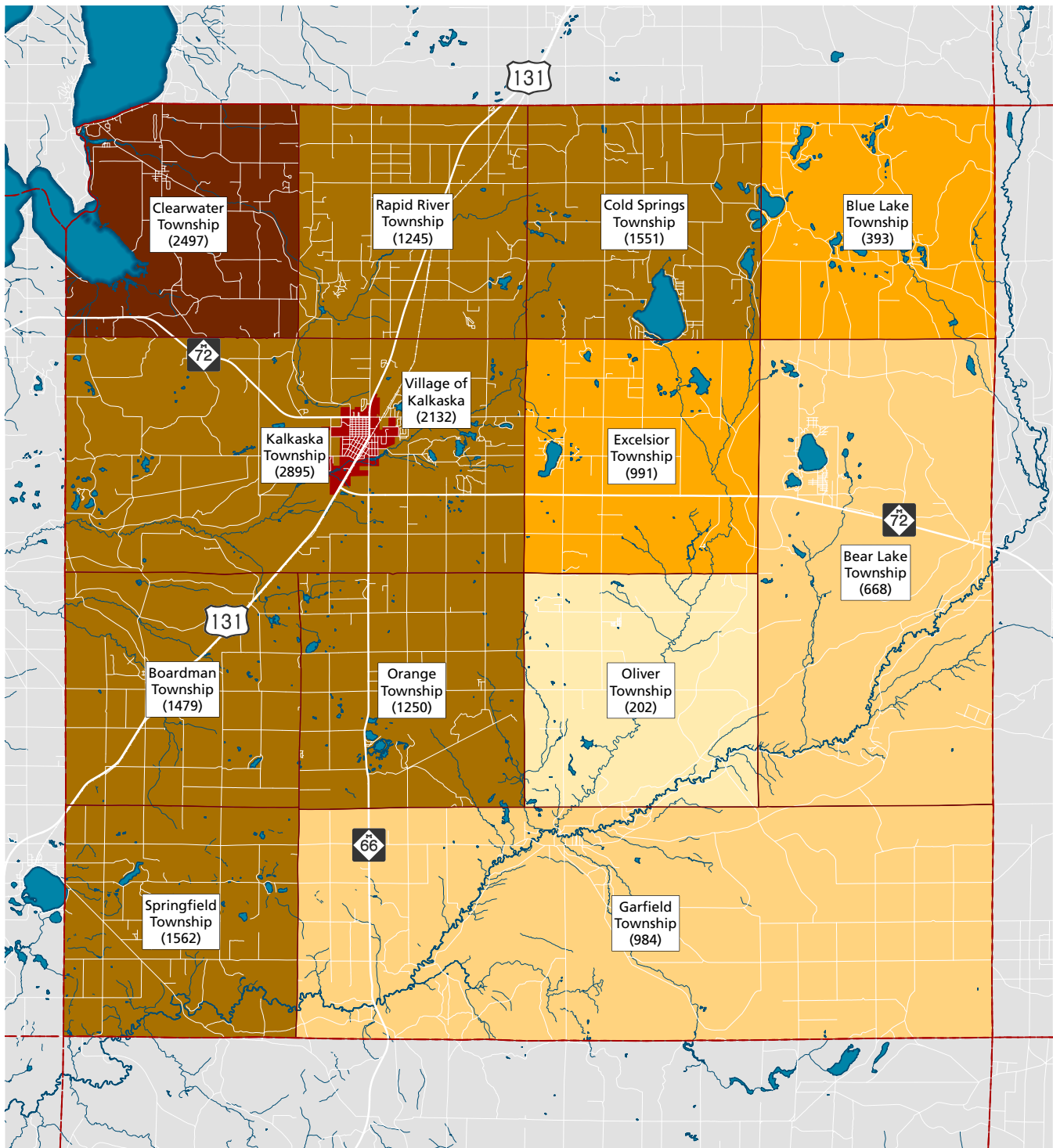
The prevalence of various age groups, levels of educational attainment, and household incomes within a community comes with different residential needs, preferences, and interests. For this reason, planning library activities, opportunities for programming, and facilities require responsive consideration of the community's demographic trends and characteristics.

In 2021, the estimated population of Kalkaska County was 17,813, representing a 3.2% population increase from the county's population in 2016.¹ The county's population density is shown in the map below and varies from township to township – generally, the greatest concentrations of residents are found in the north and western regions, including the Village of Kalkaska, while the eastern and southern parts of the county have starkly less dense populations.

Age and Household Characteristics

Kalkaska County's median age was 43.4 years in 2021, a slight decrease from 2016's median of 44.6 years. While the county's median age is higher than Michigan's (39.8 years), it is comparable to the surrounding counties – Grand Traverse County has a median age of 42.9 years, and Missaukee County has one of 42.5 years.² In the region, Antrim County and Crawford County showcase a notably aging population with median ages of 51.6 years and 51.0 years, respectively, nearly a decade greater than the neighboring counties. The table titled "Kalkaska County Age Cohort Proportions, 2021" illustrates the distribution and prevalence of each age group in the county. Reflective of the county's median age, 36.4% of the county's population is between 25 and 54 years of age. The most populous individual age cohort, however, is between 65 and 74 years old with 12.8% of the population falling into this range.

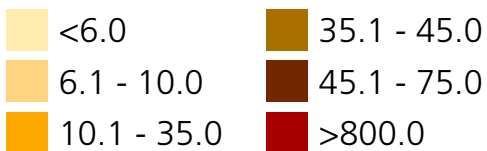
Map 01: Population Density



Population Density

Sources: Michigan Open Data Portal, Kalkaska County

Population / Square Mile



2 Miles
Beckett & Raeder, Inc.



Table 05: Kalkaska County Age Cohort Proportions, 2021

Age Cohort	2021 Population	% of Population
Under 5 years	920	5.2%
5 to 9 years	939	5.3%
10 to 14 years	1,188	6.7%
15 to 19 years	1,028	5.8%
20 to 24 years	815	4.6%
25 to 34 years	2,124	11.9%
35 to 44 years	2,117	11.9%
45 to 54 years	2,236	12.6%
55 to 59 years	1,330	7.5%
60 to 64 years	1,545	8.7%
65 to 74 years	2,285	12.8%
75 to 84 years	949	5.3%
Over 85 years	337	1.9%

Source: ACS 5-Year Estimates, DP05, 2021

Table 06 illustrates how the population distributions of each age cohort have changed from 2016 to 2021. The greatest population increases took place in the age cohorts 25 to 34 years, 60 to 64 years, and over 85 years. Conversely, the greatest decreases happened for those aged between 5 to 9 years, 45 to 54 years, and 55 to 59 years. Notably, there are not persistent trends of growth or decline across multiple contiguous age groups, possibly indicating that the county can expect relatively steady levels of growth in the near future.

Education

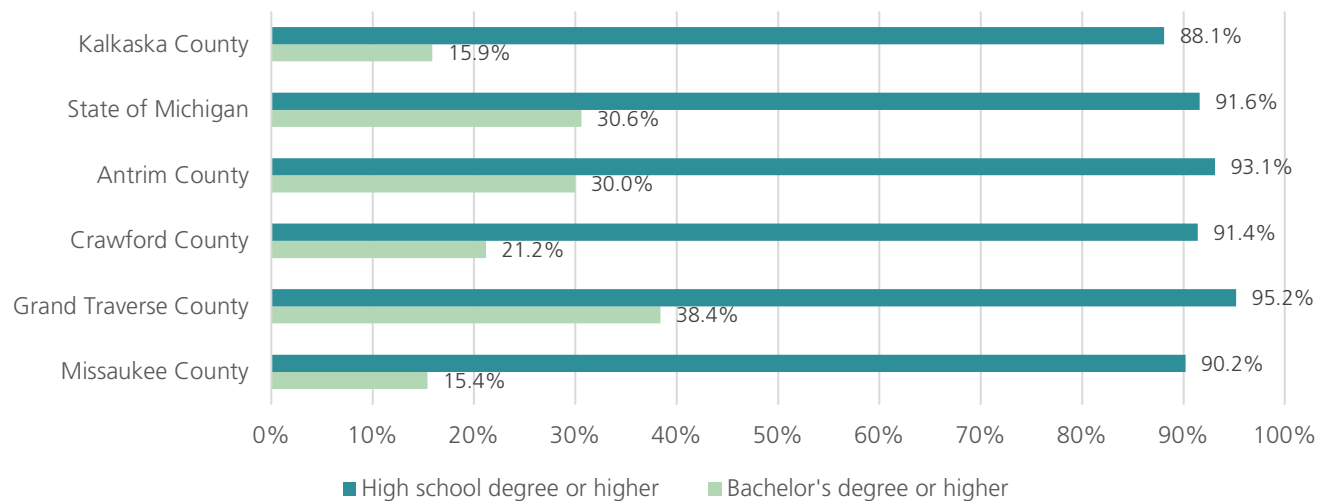
The relative level of educational attainment within a community provides important context to the local workforce's skills and the vitality of the local economy. It may also influence whether certain industries and/or businesses will choose to locate in the community. Additionally, there is an opportunity for the County Library to supplement

Table 06: Kalkaska County Age Cohort Proportions, 2021

Age Cohort	2016 Population	2021 Population	Total Change	% Change
Under 5 years	949	920	- 29	- 3.1%
5 to 9 years	1,056	939	- 117	- 11.1%
10 to 14 years	1,046	1,188	+ 142	+ 13.6%
15 to 19 years	1,008	1,028	+ 20	+ 2.0%
20 to 24 years	834	815	- 19	- 2.3%
25 to 34 years	1,849	2,124	+ 275	+ 14.9%
35 to 44 years	1,990	2,117	+ 127	+ 6.4%
45 to 54 years	2,549	2,236	- 313	- 12.3%
55 to 59 years	1,424	1,330	- 94	- 6.6%
60 to 64 years	1,296	1,545	+ 249	+ 19.2%
65 to 74 years	2,039	2,285	+ 246	+ 12.1%
75 to 84 years	960	949	- 11	- 1.1%
Over 85 years	259	337	+ 78	+ 30.1%
Total	17,259	17,813	+ 554	+ 3.2%

Source: ACS 5-Year Estimates, DP05, 2016 & 2021

Figure 01: Population Educational Attainment, 2021



Source: ACS 5-Year Estimates, DP02, 2016 & 2021

the educational interests and needs of the community through programming, activities, and targeted initiatives.

Figure 01 illustrates the percentage of the population that have attained high school and undergraduate degrees in Kalkaska County, the region, and the state of Michigan. The portion of Kalkaska County residents with a high school diploma and a bachelor's degree is noticeably lower than the rest of the region and state.

Race

94.4% of the County's population is white. Though this figure represents the vast majority of the residential population, there is evidence that the County has become more racially diverse since 2016. 1.3% of the population is Black or African American, a 0.6% increase since 2015, 0.9% are American Indian/Alaska Native, 0.5% are Asian, and 2.4% are two or more races, representing an increase of over 1% since 2015. Further, 2.2% of the population is of Hispanic/Latino descent, an increase of 0.5% since 2015.³

Income and Poverty Levels

From 2016 to 2021, the median household income for Kalkaska County residents increased by nearly \$8,000. Compared to nearby counties and the state of Michigan, the median incomes of Kalkaska County and Missaukee County are very similar for both years. Kalkaska County's median income in

Table 07: Kalkaska County Racial Composition

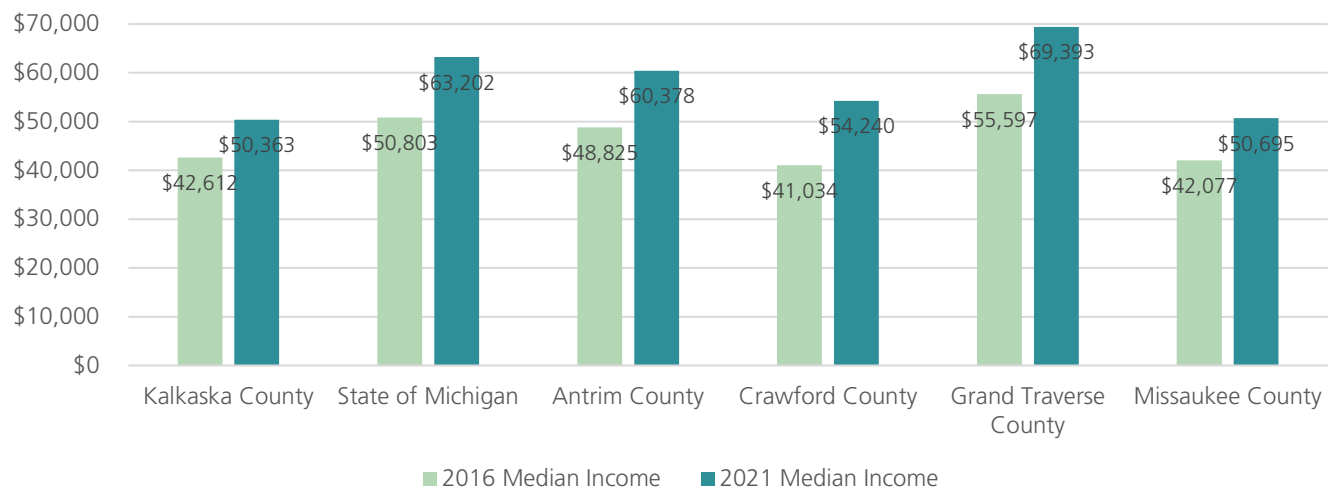
Race/ Ethnicity	2016 Population	2021 Population	Change
White	96.3%	94.4%	- 1.9%
Black or African American	0.7%	1.3%	+ 0.6%
American Indian/Alaska Native	0.6%	0.9%	+ 0.3%
Asian	0.5%	0.5%	---
Two or more races	1.4%	2.4%	+ 1.0%
Hispanic/Latino	1.7%	2.2%	+ 0.5%

Source: ACS 5-Year Estimates, DP05, 2016 & 2021

2021 is about \$10,000 to \$19,000 less than the median incomes of the state, Antrim County, and Grand Traverse County.

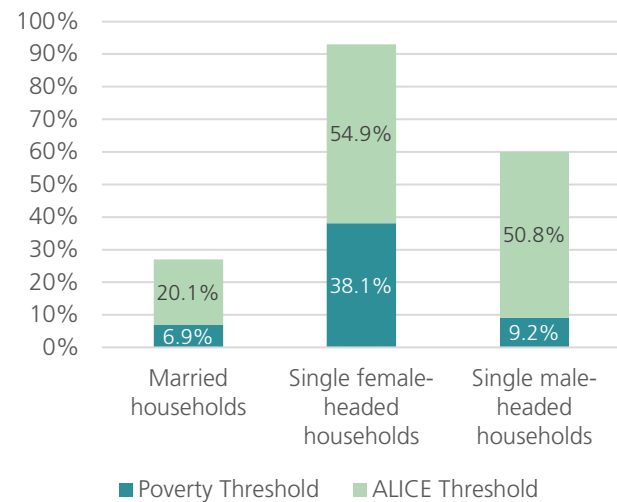
In 2021, the United Way of Northwest Michigan estimated that 14% of households in Kalkaska County had incomes below the federal poverty line, and that an additional 33% were considered "Asset Limited, Income Constrained, Employed," or below the ALICE threshold. ALICE households include households with incomes that are above the federal poverty level but insufficient to meet the basic cost of living in Kalkaska County. The COVID-19 pandemic and associated impacts on employment, public assistance, and community

Figure 02: Median Income by County, 2016 & 2021



Source: ACS 5-Year Estimates, DP03, 2016 & 2021

Figure 03: Families Below Poverty & ALICE Thresholds, 2021



Source: Kalkaska County Families by Income, United Way ALICE Report, 2021

operations likely contributed to the economic wellbeing of the county during this time.⁴

The figure titled “Families Below Poverty & ALICE Thresholds, 2021” shows the distribution of families living in poverty and below the ALICE threshold based on their household composition. Single-parent households headed by women are more common than single-parent households headed by men and are much more likely to live under both thresholds. In total, more than 90% of all families with single mothers qualified for ALICE status, and 38.1% of them had household incomes below the federal poverty line.

Housing

Like the rest of the northwest Michigan region, Kalkaska County is experiencing housing demand that exceeds supply for a range of housing options, particularly long-term rentals. This shortage impacts businesses, schools, and overall community vitality. Small homes under 1,000 square feet, rentals, and multi-family housing units that are compatible with single-family development are often referred to as “missing middle housing.” The “missing middle” moniker aptly describes the availability of housing options that exist on the spectrum between large lot single-family houses and high-rise apartment buildings. These modestly sized housing types offer attainable living spaces that meet the needs of the workforce, an aging population, smaller household sizes, young professionals, and families. Without housing diversity, employers struggle to hire qualified new workers, including professional staff, and school populations become more likely to stagnate or diminish.

While the median income level of Kalkaska County residents is lower than median incomes across the region and for the state, housing values within the county offer a better match to the average income level which creates greater affordability for a wide range of residents and households. Median home values for Kalkaska County, the surrounding region, and the state of Michigan in 2021 are provided in Table 08.

While the county’s median home value is less than the state and most of the region, persistent

Table 08: Median Housing Values, 2021

Geography	Median Housing Value
Kalkaska County	\$136,000
Michigan	\$172,100
Antrim County	\$168,600
Crawford County	\$116,700
Grand Traverse County	\$237,200
Missaukee County	\$127,900
Source: ACS 5-Year Estimates, DP04, 2021	

gaps between household incomes and the cost of housing still directly impact the availability of more affordable units. Housing costs are considered affordable when 30% or less of a household's total income is put towards housing expenses; alternatively, any housing expenditures that go beyond this 30% threshold present a greater possibility of cost burdening the residents. Figure 04 illustrates the percentage of residents across the county, region, and state that experience cost burden for both owned and rented homes. For renters and homeowners with a mortgage, the portion of households that have monthly expenditures that are over 30% of the household income are comparable between Kalkaska County, the state of Michigan, and Missaukee County. In the region, Grand Traverse County and Crawford County contain the greatest percentage of cost

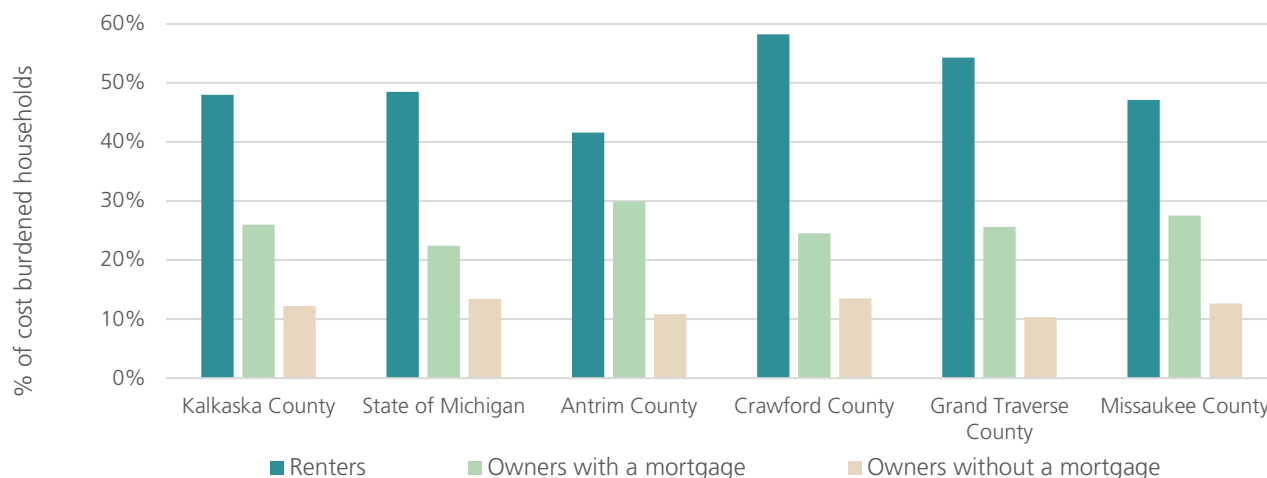
burdened renters but the lowest percentages of cost burdened homeowners with a mortgage. In all counties, renters are far more likely to be burdened. Antrim County's renters are less likely to experience burdening housing costs, but the county contains the greatest portion of homeowners with a mortgage that experience unaffordable housing costs.

Workforce

Since 2000, Michigan has lost hundreds of thousands of manufacturing jobs. The state's traditional reliance on manufacturing employment has led to long-lasting repercussions and unemployment rates that are among the highest in the country.⁵

Despite various shifts in the local and national workforce since the start of the 21st century that have been catalyzed by technological advancements, movement away from the manufacturing industry, the 2008 housing crisis and subsequent recession, and the COVID-19 pandemic, Kalkaska County has prioritized and sought out strategic development to bolster its workforce and employment opportunities. In 2021, Kalkaska County's unemployment rate matched the average rate of unemployment for the state and exceeded that of Antrim County and Grand Traverse County. Notably, the United States' unemployment rate for the same year was less than Michigan's, illustrating the persistence of the state's

Figure 04: Housing Unaffordability, 2021



Source: ACS 5-Year Estimates, DP04, 2021

challenges in revitalizing its economy decades after the movement away from the manufacturing industry began.⁶

Business and Industry

As the county seat and a hub of retail activity, the Village of Kalkaska holds the majority of the county’s urban and commercial activity and growth. In recent years, the Village has experienced significant population, commercial, and industrial growth thanks to its proximity to natural

resources (like oil, gas, timber, and agriculture) and transportation assets (like US-131, M-72, and M-66). Its central location and industrial assets represent important opportunities for Kalkaska to develop a logistics or supply chain niche. True to its economic history, the Village still relies heavily on its industrial base for employment and economic stability. There are about 157 acres of industrial development in the Village of Kalkaska, most of which are found within or near an industrial park along Dresden Street. The Kalkaska Enterprise Industrial Park is a 55-acre site containing a variety of light industrial, trucking, and service uses. Additionally, there are four other separate pockets of industrial areas located east of the Penn Central Railroad. Although many of these industrial sites are located adjacent to the railroad, the use of the railroad for distribution of materials is minimal.

The table titled “Kalkaska County’s Employment Sectors, 2021” provides insights into the various industries and employers throughout the county. Though the county’s construction industry offers the highest payroll of all other sectors of employment, the greatest portion of county residents are employed by the health care and social assistance sector, reflective of the Kalkaska Memorial Health Center’s importance within the

Table 09: Unemployment Rate, 2021

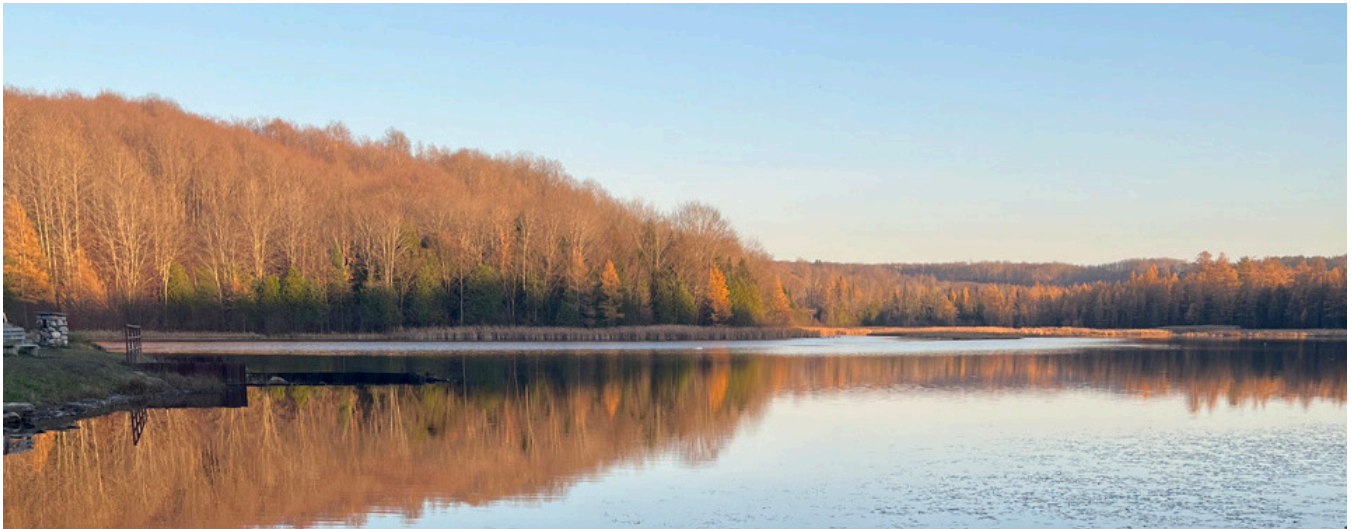
Geography	Unemployment Rate
Kalkaska County	6.2%
United States	5.5%
State of Michigan	6.2%
Antrim County	4.7%
Crawford County	7.2%
Grand Traverse County	4.3%
Missaukee County	7.7%

Source: ACS 2021 5-Year Estimates

Table 10: Kalkaska County’s Employment Sectors, 2021

Industry	Total Annual Payroll	# of Establishments	# of Employees
Construction	\$48,431,000	52	414
Health care and social assistance	\$38,221,000	24	662
Retail trade	\$22,939,000	62	645
Manufacturing	\$16,550,000	10	367
Mining, quarrying, and oil and gas extraction	\$16,423,000	12	232
Wholesale trade	\$13,349,000	13	151
Real estate and rental and leasing	\$12,701,000	9	160
Administrative and support and waste management and remediation services	\$12,461,000	15	170
Transportation and warehousing	\$7,706,000	16	135
Accommodation and food services	\$7,122,000	33	349
Other services (except public administration)	\$4,886,000	41	137
Finance and insurance	\$2,911,000	15	58
Information	\$2,113,000	9	43
Professional, scientific, and technical services	\$1,661,000	18	40
Arts, entertainment, and recreation	\$613,000	4	4

Source: ACS 5-Year Estimates, CB2100CBP, 2021



Rugg Pond is a popular recreational asset in Kalkaska County.

county and the region. A recent expansion to the hospital brought it new facilities, services, specializations, medical treatments, and upgrades, all of which serve county and regional residents and individuals with professional backgrounds suited for medical and social assistance professions.

Recreation and Trails

Recreation is a major driver of tourism and economic activity in lower northwest Michigan, including Kalkaska County. Hunting, fishing, snowmobiling, biking, hiking, horseback riding, boating, and other outdoor events draw visitors, new residents, and businesses to the region. New workers often choose to locate in areas with opportunities for and access to recreation, making recreation an important strategy for talent or workforce attraction and retention.⁷

With the edge of the county known primarily as the “Gateway to the Chain of Lakes,” the county’s location in Michigan’s Lower Peninsula offers a wealth of recreational activity for residents and visitors. Much of Kalkaska County’s history of tourism is attributed to rural areas as vacationing destinations that present an opportunity to retreat to the “great outdoors.” Nearly half of the county’s land area is owned by the state, lending it a breadth of recreational uses that allow access to and enjoyment of the county’s farmland, forests, and shoreline. The 4,800-mile North Country Scenic Trail also passes through Kalkaska, designating it a “Trail Town” with immediate access to a network of hiking, backpacking, and biking opportunities.

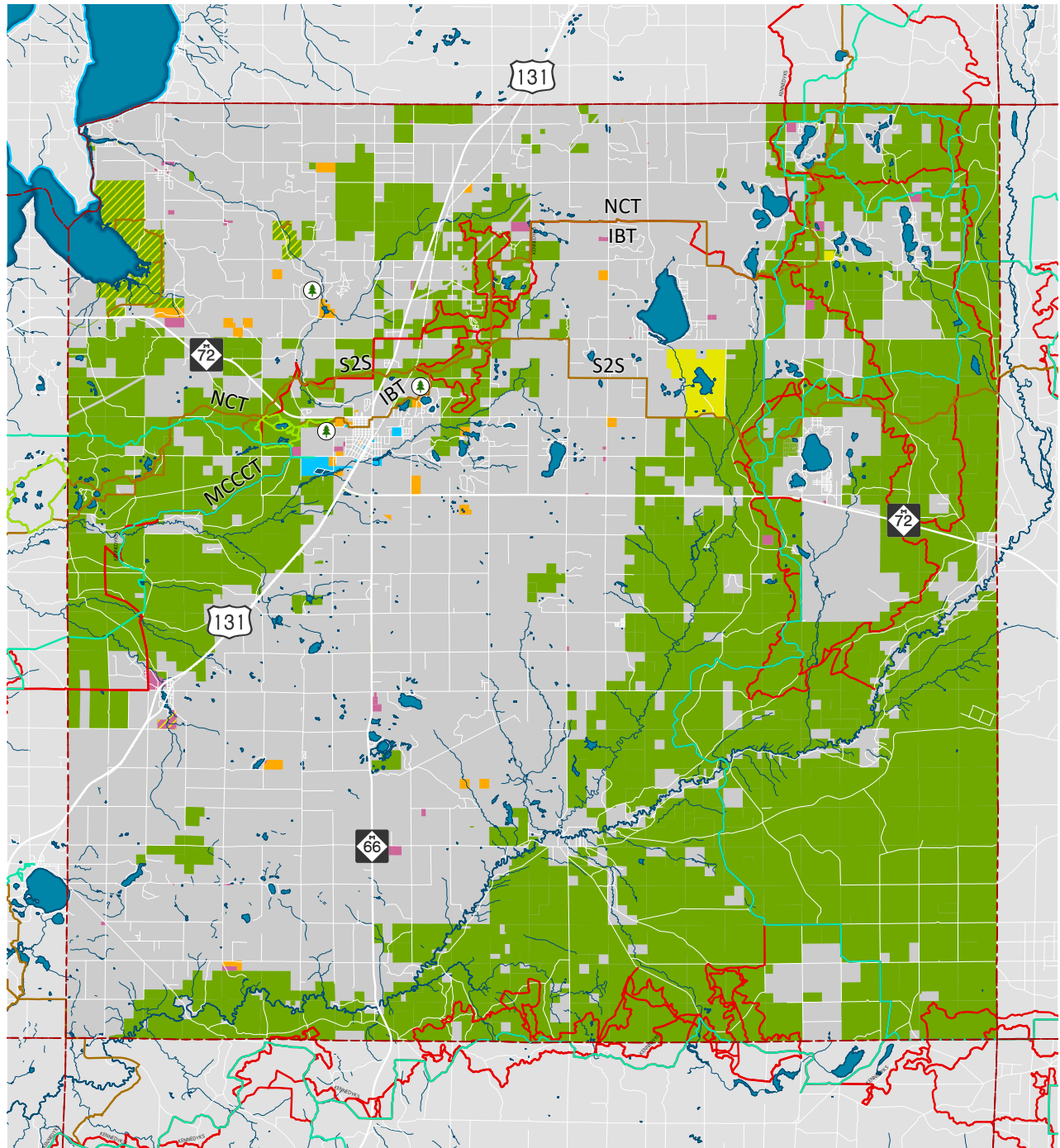
Placemaking

“Placemaking” refers to strategies and initiatives that result in vibrant, safe, and friendly places cherished by both residents and visitors. These strategies build on a community’s unique assets, including its history, natural resources, and/or public spaces and buildings. Placemaking efforts enhance the “livability” and vibrancy of a place by exploring opportunities to promote various factors like walkability, social events and entertainment options, gathering spaces, and the unique character or sense of place created by historic buildings, natural resources, and/or scenic vistas.

Historic downtowns across Kalkaska County inherently lend themselves to placemaking efforts that embrace and develop their aesthetics and charm. As the homes of several innovative businesses and arts amenities, these downtowns are complemented by 90 miles of scenic views along US 131 as well as nearby seasonal recreational opportunities, including water parks, winter recreation, and lakes that are central to the County’s culture.

The Village of Kalkaska’s Railroad Square represents a recent community project that has bolstered available amenities within a public space. Sited on a formerly contaminated brownfield site, Railroad Square’s conversion to a community hub includes amenities such as the farmer’s market, a food truck court with a fire pit, a four-season pavilion with restrooms and an incubator kitchen, façade improvements for the historical museum, a new

Map 02: Regional Recreation Assets



Regional Recreation Assets

Sources: Michigan Open Data Portal, Kalkaska County

2 Miles
Beckett & Raeder, Inc.

- Water Trail
- Snowmobile Trail
- Bicycle Trail
- Hiking Trail
- Motorized Trail
- 🌲 County Park
- S2S: Shore to Shore Trail
- IBT: Iron Belle Trail
- NCT: North Country Trail
- MCCCT: Michigan Cross-Country Cycle Trail

- State of Michigan Parcels
- County Parcels
- Township Parcels
- Village Parcels
- GTR Land Conservancy
- GTRLC Managed

clock tower fronting US 131, and various other offerings. Additionally, the Square's location in the heart of downtown speaks to the potential for it to progress into an area for events and festivals that shapes the Village through new developments, retail, and attractions.⁸

Governance and Capacity

Local governments play powerful roles in economic development, especially in activities related to infrastructure and placemaking. With support from Village and Downtown Development Authority staff and partner agencies, including the Library, Kalkaska County has been proactive in building the capacity of the Village Brownfield Redevelopment Authority, engaging partners like the Kalkaska County Economic Development Corporation, recruiting new businesses and developers, developing and enhancing assets like trails, restoring downtown buildings, and improving streetscapes to enhance the safety and appearance of the downtown.

Marketing

In today's economy, competition for workers, visitors, residents, and businesses is fierce. Many battles for these new residents, visitors, and businesses are fought and won with marketing and promotion: promoting a positive identity and desirable place-based assets can draw visitors and new residents to a community—and with them, new investment.

To be a competitive destination for tourism and business, Kalkaska County must set itself apart from other communities with a positive identity. While much work remains to be done to enhance and package them effectively, Kalkaska County has enormous assets that can be leveraged and marketed for business, residents, and tourists. Marketing should celebrate and promote Kalkaska's own unique assets, image, and opportunities to a clear target audience. Collaborative marketing efforts between multiple agencies, such as the Village of Kalkaska, DDA, County, and Library, will be most compelling and effective.

Sources

- 1 ACS 5-Year Estimates, DP05, 2021
- 2 ACS 5-Year Estimates, DP05, 2016 and 2021
- 3 ACS 5-Year Estimates, DP05, 2021
- 4 United for ALICE, "Michigan 2021 County Profiles," Kalkaska County, Michigan | UnitedForALICE
- 5 University of Michigan News. November 17, 2006. Michigan's job-loss streak is the longest since Great Depression | University of Michigan News (umich.edu)
- 6 ACS 5-Year Estimates, S2301, 2021
- 7 Kalkaska:Thrive North. <https://www.thrivenorth.org/data-center/kalkaska-county/opportunity-zones/kalkaska.html>
- 8 Ibid.

Planning Process & Public Input

The Library Plan was developed as part of a larger community planning process initiated in 2022 by the DDA, Village of Kalkaska, Library, and Kalkaska County. The goal of this partnership was to update the Library Plan, DDA Plan, County Recreation Plan, Village of Kalkaska Recreation Plan, and Village of Kalkaska Master Plan through one shared process to provide a collaborative and cohesive effort that involved all agencies on the “Kalkaska Planning Committee.” Together, these entities were able to obtain public input, evaluate community-based goals and objectives, and align their respective future visions as a unified team.

While the planning and public input processes were conducted concurrently, the data, analysis, and public input used to update and develop this Plan was collected and prepared to address issues and opportunities specific to the Kalkaska County Library. To provide guidance and oversight on the plan development, representatives from local government, natural resources agencies, local business owners, Kalkaska Memorial Health Center, and members of the public were invited to participate in a Library-focused work group in addition to the regular “Kalkaska Planning Committee” meetings.

Guiding Principles

During the first Library master planning process that took place in 2018, the Library work group integrated public input and community data to update the facility’s goals and objectives. From this synthesis, the “Guiding Principles” established by the Kalkaska Planning Committee were applied to these goals. The principles are intended to provide a means of consistent evaluation and prioritization of the goals and objectives that each of the five community plans identify. The “Guiding Principles” of this process include the following:

- » **Purposeful:** The objective is relevant to the agency evaluating it, and the agency can make significant change in this area.
- » **Public Support:** The objective is important to the public and supported by based input provided through the “Speak Up Kalkaska!” Open House, the Village of Kalkaska Community Survey, the Village of Kalkaska/Kalkaska County Survey, and previous planning processes.
- » **Public Safety:** The objective supports, enhances, and protects public safety.
- » **Economic Driver:** The objective supports new and existing jobs and business.
- » **Sustainability:** The objective can be achieved by utilizing existing capacity and resources and can be reasonably maintained over its lifetime.
- » **Compatibility:** The objective supports the other agencies’ goals/objectives.

Participants were asked to review prior plans and public input in order to best evaluate the existing goals and objectives and to make recommendations regarding the future priorities of the Library. This exercise reaffirmed the relevance and importance of collaboration among the partnering agencies, as the working groups concluded that the vast majority of goals and objectives are supported, or were at least relevant to, each of the “Guiding Principles.”

Planning Process

Public input was critical to this planning process. In addition to the public hearing, three opportunities for the public to provide input about the library and other aspects of the community were organized by the Kalkaska Planning Committee. First, a public forum and visioning session titled “Speak Up Kalkaska!” was hosted at the Kalkaska Commission on Aging on October 22, 2022, where over 25 people attended. The event began with an informative presentation to attendees regarding the collaborative planning process and included representatives speaking from each agency involved in the process. After the presentation, participants

visited stations with interactive boards upon which they could provide ideas and insights through sticky dots to express support for various scenarios, ideas, and proposals. With sticky notes they could share broader, more open-ended thoughts and suggestions. Following the event, a community survey was distributed to gauge public insights about numerous characteristics of Kalkaska, including housing, the cost of living, employment, recreation and entertainment, and community amenities and facilities, including the library. The questionnaire was widely publicized by public officials and community entities and received a total of 211 responses.

Community Open House: “Speak Up Kalkaska!”

Of the six interactive Open House Boards used at the “Speak Up Kalkaska!” engagement event, two elicited feedback about the Library. The first board broadly requested that attendees indicate which of the 16 listed recreational facilities of the County or Village they valued the most. The Kalkaska County Public Library received 8 of 42 total votes, the highest portion of support of any facility included in this question. The Farmer’s Market and Fairgrounds received 7 and 6 votes of support, respectively, making these amenities the second and third most valued of the facilities provided. The popularity and high valuation of the Library speaks to its importance as a community asset as well as its potential to continue to anchor meaningful community building, programming, and enrichment for Kalkaska residents of all ages.

A second board at the open house asked participants to provide insights about the Library and, specifically, what could be implemented to improve what it offers the community. The responses to this question fell into one of two broad categories that centered around the library facilities themselves or the programming options offered through the library. Both categories are described below:

- » **Programming:** Additional programming opportunities also received support from open house attendees. Specific suggestions regarding types of programs include youth services in general as well as resources to support individuals seeking employment or work-specific training.

Community & County Surveys

The Village of Kalkaska Community Survey included a total of 42 questions that touched on a comprehensive set of community characteristics and the ways in which respondents envisioned further investment, enhancement, and development across the Village. In total, this survey received 211 responses.

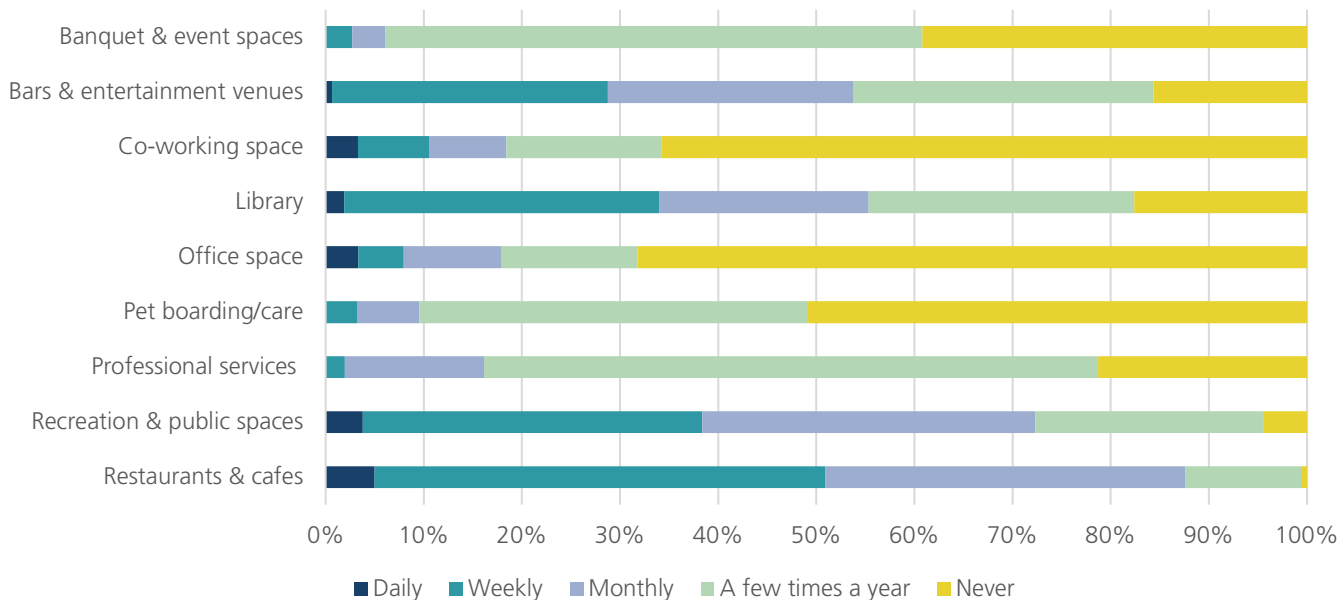
A separate survey gauging insights about both the Village and County of Kalkaska was distributed as well. This survey included 12 questions related to the assets and recreational facilities enjoyed by residents across the county. In total, 81 individuals completed this survey. Sentiments gathered from both surveys specific to the library are included below.

Village of Kalkaska Community Survey

The Community Survey gathered information about the Kalkaska County Public Library. When asked what draws them to downtown and commercial districts, 46% of respondents listed the Library as one of the most attractive features. Retail spaces, the Farmer’s Market, and restaurants and bars were the only elements that received a greater portion of responses for downtown attraction. It is worth noting that the three most popular points of downtown attraction are commonly regarded as the most frequented spaces of any downtown – the Library’s presence among these elements illustrates its lasting importance that is specific to the Kalkaska community.

When asked about the frequency that they would visit or utilize various community spaces and services in downtown or commercial districts, survey respondents again regarded the Library favorably with about 32% of respondents stating that they would (or do) visit it weekly. Restaurants/cafes and recreation/public spaces were the only two other options that received a higher portion of responses for weekly visitation. Further, 21% of respondents stated that they would visit the Library

Figure 05: Visit Frequency of Community Spaces



monthly, and 27% shared their intention to visit a few times a year. Only 17.6% of respondents shared that they would never visit the library. The figure titled, “Visit Frequency of Community Spaces,” illustrates the relative frequency of visits to a variety of community spaces in the Village.

For the remainder of the Community Survey, sentiments about the library came through open response questions regarding the positive aspects of commercial/downtown districts, how Kalkaska might bolster itself competitively in a state, national, and global context, and finally insights about how respondents and community residents think about the community’s future. When asked about which aspects of the commercial/downtown districts serve the community in a positive way, about 7% of respondents cited the Library. Of these respondents, a few expressed that the library is the only place that they frequent among these districts. Other respondents shared their frustrations with slow movement around necessary repairs to the library and a perception of disinvestment for such a valued community facility.

When asked about how the Village of Kalkaska might viably compete at a state, national, and/or global level, some responses listed the Library as a mechanism to do so, citing its contributions to the family-friendly nature of the community as well as how it has enhanced the quality of life within Kalkaska.

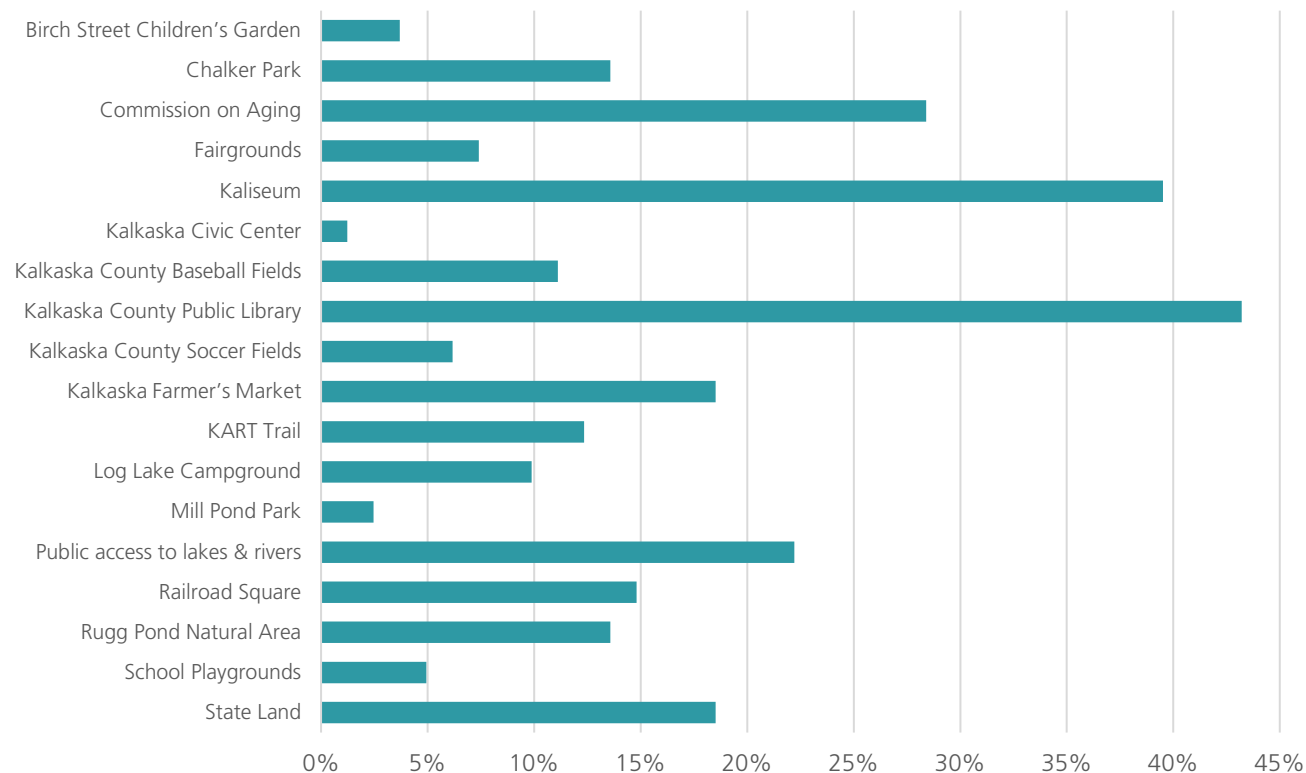
The survey concluded by asking respondents to share comments, thoughts, and considerations about the future of Kalkaska. The desire for a new, updated library came through this question as well as the following sentiment regarding the importance of the library: **“The library serves so many purposes in Kalkaska. Please continue to help it grow.”**

Village of Kalkaska/Kalkaska County Survey

Of the 18 recreational facilities that are located across the county and available to all residents for use, 43% of all survey respondents chose the Kalkaska County Public Library as one of the top three they value most. This percentage represents the greatest portion of support among the 18 facilities asked about in the survey and reiterates the near universal appeal and importance of the county library. Almost 40% of survey respondents included the Kaliseum among their most valued community facilities, and 28.4% selected the Commission on Aging, representing the second and third most common responses.

When asked to provide open-ended feedback about how the Library could be improved, more than 50% of respondents expressed support for a brand new library space or an expansion to the existing one. 20% expressed appreciation for the Library as it is now and did not believe any changes or improvements were necessary. It is worth noting

Figure 06: Top Three Most Valuable Recreational/Community Facilities



that some respondents in favor of an expanded library expressed such sentiments because of the critical role that it plays among the community, therefore meriting further investments and a larger space to ensure the enjoyment of all patrons. Another 20% of respondents provided feedback regarding programming, events, and/or classes hosted by the Library and expressed a desire for such activities to be made available for people of all ages. Respondents their appreciation for advertising and communications efforts that the library offered and encouraged the library to continue spreading

the word, especially among Kalkaska schools. Finally, some respondents shared the importance of ensuring that books in the library cover a diverse range of content to fulfill its purpose as a center of education and an avenue to expand the horizons of all patrons.

Library Plan Review

The Library Board reviewed the draft plan at its November 2023 meeting, and agreed to approve the plan, See Attachment 3 for the approval documents.

Vision, Goals, & Objectives

The vision, goals, and objectives are intended to guide future decisions about Library development in a manner that reflects Kalkaska's values and priorities. These goals were developed based on continual review of community conditions and needs by the Library Board of Trustees, Library management, and local officials and stakeholders.

Definitions

- » Vision is the preferred future, and serves as the basis for planning goals and objectives.
- » Goals provide general direction and serve as a description of the desired future. They address issues and specific needs, but are broad in scope
- » Objectives are a means of achieving goals, and are attainable

Vision

In partnership with the Village of Kalkaska, Kalkaska DDA, Kalkaska County, and the public, the Library affirms the following collective vision for Kalkaska, titled "Kalkaska Tomorrow":

Kalkaska Tomorrow

Kalkaska is a recreation paradise.

High-quality, well-maintained, and well-promoted opportunities for snowmobiling, hunting, hiking, fishing, biking, birding, draw more new visitors, businesses, and residents to Kalkaska. New and existing hotels, restaurants and brew pubs, a downtown theater, and outdoor and sporting shops, cater to recreation-oriented residents and visitors.

Kalkaska is a regional manufacturing hub.

Its location, infrastructure, and easy access to rail and highways, all support jobs and businesses in manufacturing, warehousing and storage, food

processing, and other industrial opportunities.

Kalkaska is a thriving, safe, healthy, and economical place to live and do business.

An attractive and vibrant downtown, great schools, quality healthcare, walkable and bikeable streets, diverse housing choices, and unique dining and shopping opportunities, attract new residents, development, business, and visitors.

Goals

The goals and objectives of the Library include these areas of focus:

- » Access and Inclusivity
- » Fostering Growth & Strengthening Relationships
- » Digital Equity
- » Collections and Resources
- » Educational Programs
- » Environmental Responsibility
- » Continuous Improvement
- » Financial Sustainability
- » Public Relations and Advocacy

Access and Inclusivity

Goal: Increase the accessibility of library resources and services, including digital resources and physical spaces, to reach underserved populations.

Objectives:

- » Establish pilot branch libraries at the Coldsprings and Garfield Township halls
- » Bring the New Library Building Campaign to a successful conclusion

Fostering Growth & Strengthening Relationships

Goal: Develop meaningful, relevant programs for all age groups, focusing on relations among residents and civic engagement.

Objective:

- » Establish and develop a range of programming at the Coldsprings and Garfield Branch Libraries

Goal: Foster civic participation by providing resources for informed citizenship, such as voter registration, public forums, and access to government information.

Objective:

- » Host annual series of question/answer sessions for elected officials

Digital Equity

Goal: Invest in modern technology infrastructure.

Objective:

- » Establish fiber-optic connectivity at the Coldsprings Township Hall; establish satellite connectivity (e.g., Starlink) at the Garfield Township Hall

Goal: Provide training and support for patrons to navigate digital resources and technologies effectively.

Objective:

- » Leverage ROBIN Grant and other funding sources to improve technology programming

Collections and Resources

Goal: Continuously update and diversify the library's collections to reflect the interests and needs of Kalkaska.

Objective:

- » Develop a core collection of resources for Kalkaska's incarcerated and recently incarcerated populations

Goal: Where appropriate, increase and improve digital resources to meet the changing preferences of patrons.

Objectives:

- » Provide a base level of streaming services to patrons (e.g., Hoopla credits)
- » Digitize the Genealogy Collection for online access

Environmental Responsibility

Goal: Implement environmentally sustainable practices and values in library operations, programming, and building maintenance.

Objectives:

- » Implement a battery-recycling drop-off service at the library
- » Consider environmentally retrofitting existing building systems

Continuous Improvement

Goal: Invest in staff training and development to ensure the library team has the skills and knowledge needed to meet evolving community needs.

Objectives:

- » Complete State of Michigan certification process for all staff
- » Create two additional full-time positions at the Senior Librarian rank

Goal: Use data and patron feedback to evaluate the effectiveness of programs and services, making data-driven improvements as needed.

Objectives:

- » Purchase data analytics software (e.g., CHQlite) for better collections maintenance
- » Develop and implement a comprehensive plan for meaningful community input and feedback

Financial Sustainability

Goal: Continue seeking additional sources of funding, including grants, donations, and partnerships, to ensure the library's financial sustainability.

Objective:

- » Conduct a successful millage increase campaign, slated for August 2024

Public Relations and Advocacy

Goal: Advocate for the library's role in education, culture, and community development to secure long-term support from stakeholders and the Kaskaskia community.

Objective:

- » Distribute and promote Library Master Plan to local officials and stakeholders

Implementation

Grants and Spending

Many Library improvements are eligible for grant funding and the Library should pursue grant opportunities as appropriate. Other, non-grant funded spending needs will be addressed in the Library budget, which is adopted annually and addresses expenditures for facilities, maintenance, staffing, and other administrative functions.

Leadership and Public Input

Both Board leadership and staff should continue to attend regular training sessions on relevant topics and best practices.

To ensure the Library's activities are responsive to the needs of the Kalkaska community, the Board and staff should continue to work with the Village and other community partners to engage in regular, open communication with the public. Regular focus groups, public discussions, or other forum-type opportunities should be considered as a means to continuously obtain input and feedback.

Partnerships and Citizen Engagement

While many of the plan's objectives may be addressed through Library policies and resources, many of the goals and objectives will require strong partnerships with community stakeholders.

The plan recommends pursuing partnerships with local service clubs, schools, nonprofits, regional agencies, and other levels of government. Partnerships broaden the scope of available grant dollars and other revenue, encourage citizen engagement in community activities, and enhance staff capacities and efficiencies.

Partnerships with these organizations may provide volunteer capital to implement some small-scale community projects. Volunteer activities will be critical to building citizen engagement and community pride. To ensure that partnerships are efficient and effective, the DDA may wish to consider partnership agreements that clearly identify responsibilities, accountability, and length of commitment.

Plan Updates

While comprehensive updates are not required during the life of the plan, regular annual review of the plan and its objectives will be important to determine whether the goals and objectives are being addressed, whether the plan's policies are still relevant and appropriate, and which objectives remain to be addressed.

During the plan review, several objectives should be identified and prioritized as an implementation schedule, in order to help focus the Library's activity throughout the year.

